



|  |            |   |                         |                    |               |              |                         |                  |                   |   |
|--|------------|---|-------------------------|--------------------|---------------|--------------|-------------------------|------------------|-------------------|---|
| Economic Development                           | E17        | <b>Increase Income from Property Estate</b><br>Through the letting of vacant units and rent review uplifts.   |                         |                    | 35            | 35           | 17.5                    | 35               | 0                 | It is anticipated that this saving will be achieved though increased rental income from lease re-gears and new lettings   |
|  | E18        | <b>Cardiff Castle</b><br>Reduce the cost of delivering Cardiff Castle.  | 30                      |                    |               | 30           |                         | 30               | 0                 | This saving is anticipated to be achieved in full and will be assessed as year progresses   |
|  | E19        | <b>Introduction of flexible/agile opening hours at Cardiff Castle based on business demand and market forces</b><br>Reduction of hours of agency staff.   | 20                      |                    |               | 20           |                         | 20               | 0                 | It is anticipated that these savings will be achieved in full.  |
|  | E20        | <b>Shared Regulatory Service Business Plan</b><br>Reduction in Base Budget contribution.  |                         | 79                 |               | 79           | 79                      | 79               | 0                 | This saving relates to a contribution to SRS that has reduced and has been achieved in full.  |
|  | E21        | <b>Building Maintenance</b><br>Better Control of expenditure resulting in targeted savings.   |                         | 30                 |               | 30           | 15                      | 30               | 0                 | It is anticipated that these savings will be achieved in full.  |
|  | E22        | <b>Review of staffing resources in Facilities Management</b><br>Deletion of one post.   | 25                      |                    |               | 25           | 25                      | 25               | 0                 | This saving has been achieved in full.  |
|  | E23        | <b>Economic Development function</b><br>Fund equivalent of one post from earmarked reserves for one year.   |                         |                    | 39            | 39           |                         | 39               | 0                 | It is anticipated that these savings will be achieved in full.  |
|  | E24        | <b>Parks, Sport and Leisure Efficiencies</b><br>Budget reduced to match spending.   | 10                      |                    | 8             | 18           | 9                       | 18               | 0                 | This saving relates to various reduced budget headings across Parks Sport & Leisure and is forecasted to be achieved in full.                                     |
|  | E25        | <b>Increase Income from Property Estate</b>   |                         |                    | 15            | 15           | 7.5                     | 15               | 0                 | It is anticipated that this saving will be achieved though increased rental income from lease re-gears and new lettings   |
| <b>Economic Development - Efficiency Total</b> |            |   | <b>243</b>              | <b>487</b>         | <b>186</b>    | <b>916</b>   | <b>440</b>              | <b>776</b>       | <b>140</b>        |   |
| Education                                      | E16        | <b>Review of staffing resources in Business Support</b><br>Deletion of two vacant posts.  | 60                      |                    |               | 60           | 0                       | 0                | 60                | Current work ongoing to identify budget shortfall as a result of restructure and unachievable historic income income targets. Additional redundancy costs likely. |
|  | E17        | <b>Reduction in meeting costs</b><br>Reduction in the costs associated with external meetings by using online forums.   |                         | 5                  |               | 5            | 5                       | 5                | 0                 | Spend to date indicates achievement in full   |
|  | E18        | <b>Reduction in contribution to Central South Consortium</b><br>Further reduction to annual contribution towards Central South Consortium.  |                         | 13                 |               | 13           | 13                      | 13               | 0                 | Achieved in full. Bill received for new lower amount.   |
|  | E19        | <b>Directorate Vacancy Management Target</b><br>Continue weekly management of vacancies via the Education Management Team meetings with an annual target of achieving £50k of savings.  | 50                      |                    |               | 50           | 0                       | 50               | 0                 | On track to be achieved based on vacant restructure posts.  |
|  | E20        | <b>Reduction in budget for Early Years Placements</b><br>A continued reduction in pupil numbers in the early years age groups has resulted in a reduced demand and spend on placements in external nurseries.   |                         | 60                 |               | 60           | 10                      | 60               | 0                 | Currently projected to be fully achieved.   |
|  | E21        | <b>Reduction in centrally retained Business Continuity Budget</b><br>Improvements in the management of school buildings and clarity regarding the split of responsibility between schools and the local authority resulted in an underspend on this budget in 2019/20. The level of saving proposed reflects the anticipated level of |                         | 100                |               | 100          | 0                       | 100              | 0                 | Projected to be achieved in full based on historic spend levels and cahflow estimates in SOP programme.   |
|  |            |   | <b>Savings Proposal</b> |                    |               |              | <b>Savings Progress</b> |                  |                   |   |
|  |            |   | <b>Employee Costs</b>   | <b>Other Spend</b> | <b>Income</b> | <b>Total</b> | <b>Achieved</b>         | <b>Projected</b> | <b>Unachieved</b> | <b>Comments</b>   |
| <b>Dir.</b>                                    | <b>Ref</b> | <b>Proposal</b>   | <b>£000</b>             | <b>£000</b>        | <b>£000</b>   | <b>£000</b>  | <b>£000</b>             | <b>£000</b>      | <b>£000</b>       |   |
| <b>Education - Efficiency Total</b>            |            |   | <b>110</b>              | <b>178</b>         | <b>0</b>      | <b>288</b>   | <b>28</b>               | <b>228</b>       | <b>60</b>         |   |
|  | E22        | <b>Printing and Stationery</b><br>The level of saving proposed reflects the anticipated level spending.   |                         | 40                 |               | 40           | 20                      | 40               | 0                 | Budgets were reduced and this saving is expected to be achieved   |

|  |     |   |  |                         |             |        |       |                         |           |   |   |
|--|-----|---|--|-------------------------|-------------|--------|-------|-------------------------|-----------|---|---|
| Housing and Communities  | E23 | <b>Reduced Library purchasing</b><br>This represents a 7% saving on the book fund budget. Due to the impact of the Coronavirus Pandemic and restrictions in the number of visitors to Hubs/Libraries, coupled with health and safety limitations around access to printed materials, it is proposed to suspend the availability of printed local newspapers during 2021/22. Cardiff Hubs & Library customers are provided with free access to the Press Reader E-resource which provides digital access to 7,500 newspapers and magazines, both local and worldwide. Customers will be supported to use the digital resources during 2021/22 and a continuation of a more digital approach to library services will continue in future years. |  |                         | 40          | 40     | 20    | 40                      | 0         | This saving has been achieved   |   |
|  | E24 | <b>Citizen Advice Bureau (CAB) Contract - Agreed Reduction</b><br>This saving reflects the final year of a five year phased reduction in the cost of the Advice Services Contract. The contractual agreement reduced funding by £30k a year for four years and then by £20k in year five.   |  |                         | 20          | 20     | 20    | 20                      | 0         | Saving achieved in full   |   |
|  | E25 | <b>Review of staffing resources in Benefits Assessment</b><br>Delete the surplus staff hours on the establishment since staff have gone part time.  |  | 24                      |             | 24     | 24    | 24                      | 0         | This saving has been achieved   |   |
|  | E26 | <b>Review of staffing resources in Benefit and Assessment Support Functions</b><br>Reduction in staff numbers required to deliver support functions in respect of Housing Benefit.  |  | 26                      |             | 26     | 26    | 26                      | 0         | This saving has been achieved   |   |
|  | E27 | <b>Realignment of budgets for the CareFirst trainer</b><br>Realignment of budgets for the CareFirst trainer to reflect the work that is being undertaken.   |  | 38                      |             | 38     | 38    | 38                      | 0         | This saving has been achieved   |   |
|  | E28 | <b>Review of directorate wide business functions</b><br>Efficiencies in the directorate wide business support functions following the People & Communities Senior management changes.   |  | 40                      |             | 40     | 0     | 0                       | 40        | This saving is not currently projected to be achieved   |   |
|  | E29 | <b>Review of staffing resources in Tenant Participation</b><br>Delete 2 Tenant Participation Officers and integrate the Tenant Participation Team within the Hubs' Community Inclusion Team.  |  | 65                      |             | 65     | 65    | 65                      | 0         | This saving has been achieved   |   |
| <b>Housing &amp; Communities - Efficiency Total</b>              |     |   |  | 193                     | 100         | 0      | 293   | 213                     | 253       | 40  |   |
| P&P  | E30 | <b>Review of staffing resources in Policy and Partnerships and Performance Management</b><br>Restructure of Policy, Partnerships and Performance Management teams to create new Performance and Insight Service. Net FTE impact 2.8   |  | 138                     |             | 138    | 69    | 138                     | 0         | This saving has been achieved   |   |
|  | E31 | <b>Efficiency Savings in Media and Communications</b>   |  | 4                       |             | 4      | 2     | 4                       | 0         | The saving is fully expected to be achieved.  |   |
| <b>Performance &amp; Partnerships - Efficiency Total</b>         |     |   |  | 142                     | 0           | 0      | 142   | 71                      | 142       | 0   |   |
|  |     |   |  | <b>Savings Proposal</b> |             |        |       | <b>Savings Progress</b> |           |   |   |
|  |     |   |  | Employee Costs          | Other Spend | Income | Total | Achieved                | Projected | Unachieved  | Comments  |
|  |     |   |  | £000                    | £000        | £000   | £000  | £000                    | £000      | £000  |   |
| Recycling & Neighbourhood Services                               | E32 | <b>Continuation of Procurement Review</b><br>Continue to review contracts/ordering to ensure best value.  |  |                         | 30          | 30     | 15    | 30                      | 0         | This saving is anticipated to be achieved   |   |
|  |     | <b>Review of Spot Hires</b><br>Reduce reliance on spot hires through continued review of fleet.   |  |                         | 60          | 60     | 30    | 60                      | 0         | This saving is anticipated to be achieved   |   |
|  |     | <b>Change in bag delivery distribution</b><br>Element of household bag deliveries to be delivered to HUBS and distributed by volunteers rather than council staff.  |  | 25                      | 5           | 30     | 15    | 30                      | 0         | This saving is anticipated to be achieved   |   |
|  |     | <b>Increased Income from Fees &amp; Charges</b><br>Increase in fees and charges (mainly through additional activity at Bessemer Commercial - charging businesses for waste disposal). Also reflects the increase in activity due to improved controls (introduction of the HWRC booking system June 2020). Includes Environmental Enforcement and review of activity levels.  |  |                         |             | 130    | 130   | 65                      | 130       | 0   | Income projecting to achieve this savings target. |
|  | E33 | <b>New Landfill Gas contract</b><br>One year saving from development of contract with new supplier.   |  |                         |             | 100    | 100   | 100                     | 100       | 0   | Income received - savings target full met.        |
| <b>Recycling &amp; Neighbourhood Services - Efficiency Total</b> |     |   |  | 25                      | 95          | 230    | 350   | 225                     | 350       | 0   |   |
| Social Services  | E34 | <b>Internal Supported Living</b><br>Review of the internal supported living service including closure of one scheme following move-on of service users, and the potential transfer of another internally provided scheme to the external contract.  |  |                         | 300         | 300    | 70    | 140                     | 160       | One scheme closed, delay in closure of second scheme.   |   |
|  |     | <b>Reduction in Placements</b><br>Review potential to reduce number of placements through reablement opportunities.   |  |                         | 150         | 150    | 150   | 150                     | 0         | Projected to be achieved based on current placement numbers.  |   |
|  |     | <b>Increase in use of technology in the provision of care and support packages</b><br>Further opportunities for the use of technology to support care provision where appropriate, reducing reliance on commissioned care.  |  |                         | 94          | 94     | 0     | 0                       | 94        | This saving is not anticipate to be achieved  |   |
|  |     | <b>Delivering Transformation Grant</b><br>The saving represents an anticipated reduction in contribution to the Vale of Glamorgan to reflect current levels of activity. This has been agreed and the proposed level is consistent with the in-year underspend in this area.  |  |                         | 70          | 70     | 70    | 70                      | 0         | This saving has been achieved   |   |
|  |     | <b>Additional Step Down Provision</b><br>Additional step down provision has been sourced through several providers at a lower cost than current placements.   |  |                         | 319         | 319    | 0     | 195                     | 124       | Only one additional property identified to date, containing three places. Current savings estimate for final half of the year anticipated to be £195,000. |   |
|  |     | <b>Assessment Centre</b><br>Multi-agency assessment of Young People allowing increased understanding of needs to reduce escalation to higher cost placements and provide increased stability / permanency through the appropriate placement and support provision.  |  |                         | 50          | 50     | 0     | 50                      | 0         | Falconwood Assessment Centre is not yet operational but projected savings should be achieved through avoidance of residential placements.                 |   |

|   |            |   |                         |                    |               |              |                         |                  |                   |   |
|---|------------|---|-------------------------|--------------------|---------------|--------------|-------------------------|------------------|-------------------|---|
|   |            | <b>Young Person's Gateway</b><br>Expand Young Person's Gateway to incorporate an additional 25 places based on the current model. This will have a significant impact on residential placements and allow reduced placement costs and provide service users a faster step down route.   |                         | 410                |               | 410          | 390                     | 500              | (90)              | Two Placements have already been delivered totalling £190,000 saving with another two identified. Four further placements will be available in August. Some offsetting costs in relation to staffing. |
|   |            | <b>Review of Business Support Arrangements</b><br>Building on the future integration of teams across People & Communities. This saving will be achieved through a combination of a review of the training team and grant funding arrangements, and a wider review of business support arrangements to ensure they are appropriate and maximise digital opportunities.                                     | 119                     |                    | 110           | 229          | 110                     | 169              | 60                | There are proposals to achieve this saving in full. Implementation timescales mean that it will not be fully delivered in 2021/22.  |
| <b>Social Services - Efficiency Total</b>                       |            |   | <b>119</b>              | <b>1,393</b>       | <b>110</b>    | <b>1,622</b> | <b>790</b>              | <b>1,274</b>     | <b>348</b>        |   |
| <b>&amp; Environment</b>  | E36        | <b>Increased Income from Statutory Planning Fees</b><br>Saving reflects the increase in statutory Planning fees agreed by Welsh Government from Sept 2020.  |                         |                    | 120           | 120          | 39                      | 120              | 0                 | Current pipeline indicates an optimistic position that target will be achieved supplemented by £300k recovery from LG Hardship Fund.  |
|   | E37        | <b>Increased Income from Registration</b><br>Generate additional income through inflationary increases to all fees & charges in respect of ceremonies and certificates.   |                         |                    | 30            | 30           | 15                      | 30               | 0                 | This saving is anticipated to be achieved   |
|   | E38        | <b>Increased Income from Bereavement</b><br>Generate additional income through an increase to fees & charges in Bereavement services - (3rd year of agreed 3 year plan).  |                         |                    | 120           | 120          | 37                      | 120              | 0                 | This saving is anticipated to be achieved   |
|   | E39        | <b>Increased Income from Temporary Traffic Regulation Orders</b><br>Generate additional income through an increase for Temporary Traffic Regulation Orders fees to ensure full recovery of costs from developers & capital grants.  |                         |                    | 45            | 45           | 9                       | 45               | 0                 | This saving is anticipated to be achieved   |
|   |            | <b>Increased Income from Lamby Way Solar Farm</b><br>Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid & connect Council buildings. Continuation of the income generation from electricity at Lamby Way Solar Farm. This is Year 2 of this project. The reduced amount reflects the delay in commencing the Private Wire connection. |                         |                    | 20            | 20           | 0                       | 0                | 20                | Contractual delays to the private wire connection will result in this saving not being achieved.  |
|   |            |   | <b>Savings Proposal</b> |                    |               |              | <b>Savings Progress</b> |                  |                   |   |
|   |            |   | <b>Employee Costs</b>   | <b>Other Spend</b> | <b>Income</b> | <b>Total</b> | <b>Achieved</b>         | <b>Projected</b> | <b>Unachieved</b> | <b>Comments</b>   |
|   |            |   | <b>£000</b>             | <b>£000</b>        | <b>£000</b>   | <b>£000</b>  | <b>£000</b>             | <b>£000</b>      | <b>£000</b>       |   |
| <b>Dir.</b>   | <b>Ref</b> | <b>Proposal</b>   |                         |                    |               |              |                         |                  |                   |   |
| <b>Planning, Transport</b>                                      |            | <b>Increased Income from Design &amp; Delivery</b><br>Generate additional income through a combination of:<br>• review of SLA fees (% & chargeable activities)<br>• increased programme of major schemes  |                         |                    | 162           | 162          | 76                      | 162              | 0                 | Assumed to be fully achieved but dependent on volume of transport projects.   |
|   |            | <b>Transport Policy - review basis of recharges</b><br>Improve recharging to ensure full cost recovery from grant-funded schemes.   |                         |                    | 50            | 50           | 14                      | 50               | 0                 | This saving is anticipated to be achieved   |
|   |            | <b>Drainage - review basis of recharges</b><br>Improve recharging to ensure full cost recovery from grant-funded schemes & developers.  |                         |                    | 40            | 40           | 10                      | 40               | 0                 | This saving is anticipated to be achieved   |
|   | E40        | <b>Reduction in Energy Costs from Residential LED Lighting Rollout</b><br>Continued roll out of LED street lighting in residential areas across entire network - planned 18-24 months delivery.   |                         | 90                 |               | 90           | 0                       | 90               | 0                 | Contract set to commence. Assuming no delivery issues saving should be fully realised.  |
|   | E41        | <b>Increased Income from Section 278 Fees</b><br>Increase percentage charge for engineering fees to developers to ensure full recovery of staffing costs.   |                         |                    | 45            | 45           | 19                      | 45               | 0                 | This saving is anticipated to be achieved   |
|   | E42        | <b>Increased Income from Fees &amp; Charges</b><br>Generate additional income through increases to a number of fees & charges in respect of highways and transportation.  |                         |                    | 15            | 15           | 0                       | 15               | 0                 | This saving is anticipated to be achieved   |
|   | E43        | <b>Review of staffing resources</b><br>Saving will be achieved through deletion of posts across the directorate (6 FTE) and a planned restructure within Bereavement & Registration.  | 195                     |                    |               | 195          | 157                     | 180              | 15                | A delay to a proposed VS in Highways will delay all of the planned saving.  |
| <b>Planning, Transport &amp; Environment - Efficiency Total</b> |            |   | <b>195</b>              | <b>90</b>          | <b>647</b>    | <b>932</b>   | <b>376</b>              | <b>897</b>       | <b>35</b>         |   |
|   | E44        | <b>Resetting of Insurance Offer</b><br>Insurance Team to be funded from the insurance budget with the performance of the team being more linked with the overall cost of insurance - premia and claims.   |                         |                    | 217           | 217          | 217                     | 217              | 0                 | This saving has been achieved   |
|   | E45        | <b>Review of staffing resources in Information Governance</b><br>Review of work streams to match reduced capacity. Hold vacant posts.   | 25                      |                    |               | 25           | 13                      | 25               | 0                 | This saving is anticipated to be fully achieved   |
|   | E46        | <b>Review of staffing resources in Revenue Services</b><br>Management restructure to ensure better alignment with debt recovery work.   | 35                      |                    |               | 35           | 18                      | 35               | 0                 | This saving is anticipated to be achieved   |
|   | E47        | <b>Increase Income from Health &amp; Safety</b><br>Through a combination of increased prices and widening the training offer (in particular First Aid Courses) to both internal and external clients.   |                         |                    | 66            | 66           | 0                       | 66               | 0                 | This saving is anticipated to be achieved   |
|   | E48        | <b>Realign and Charge to Capital Projects</b><br>Ensure work done by Finance team is funded by Capital Projects being delivered.  |                         |                    | 100           | 100          | 50                      | 100              | 0                 | This saving is anticipated to be achieved.  |
|   | E49        | <b>Occupational Health Nurse NHS - Partner</b><br>45% of the post released for savings, equivalent of 16.5 hrs.   | 17                      |                    |               | 17           | 0                       | 17               | 0                 | This saving is anticipated to be achieved   |
|   | E50        | <b>Review of staffing resources in Enterprise Architecture</b><br>Delete vacant Grade 8 Enterprise Architect post.  | 50                      |                    |               | 50           | 50                      | 50               | 0                 | This saving has been achieved   |
|   |            | <b>Review of staffing resources in ICT</b><br>Reduction of one Full Time Equivalent through the holding of any part time / vacant posts.  | 25                      |                    |               | 25           | 25                      | 25               | 0                 | This saving has been achieved   |

|                               |     |  |  |       |       |     |       |    |       |     |   |
|-------------------------------|-----|--|--|-------|-------|-----|-------|----|-------|-----|---|
| Resources                     |     | <b>Tech Fund Contribution to Budget</b><br>Commitment to budget of £50k from current EE contract tech fund.  |  |       | 50    |     | 50    | 50 | 50    | 0   | This saving has been achieved                                     |
|                               |     | <b>Increased Income from Procurement</b><br>Generate additional income by Extending Partnership Authority Working  |  |       |       | 120 | 120   | 0  | 120   | 0   | This saving is anticipated to be achieved                         |
|                               | E51 | <b>Increase Vacancy Provision across Resources Directorate</b>   |  | 91    |       |     | 91    | 46 | 91    | 0   | This saving is anticipated to be fully achieved                   |
|                               | E52 | <b>Review of staffing resources in the Business Support / Administration Function</b><br>Not full year with efficiencies achievable from 1 October 2021. Hold Vacant posts.                              |  | 40    |       |     | 40    | 0  | 0     | 40  | Unable to achieve unless any posts become vacant during the year. |
|                               | E53 | <b>Increased Income from Information Governance</b><br>Further increase income targets by £20,000.   |  |       |       | 20  | 20    | 0  | 20    | 0   | This saving is anticipated to be achieved                         |
|                               | E54 | <b>Review of staffing resources in Accountancy</b><br>Saving will be achieved through a review of work streams and potential restructure. Currently vacant posts will be held vacant prior to decisions. |  | 60    |       |     | 60    | 30 | 60    | 0   | This saving is anticipated to be achieved                         |
|                               | E55 | <b>Increased Income from HR</b><br>Increase income from customers such as Schools to reflect cost incurred in delivering the service.  |  |       |       | 15  | 15    | 15 | 15    | 0   | This saving is anticipated to be achieved                         |
| <b>GRAND TOTAL EFFICIENCY</b> |     |  |  | 1,411 | 2,381 | --- | 5,540 |    | 4,877 | 663 |   |

| Dir.  | Ref | Proposal                                    | Savings Proposal |             |        |       | Savings Progress |           |            | Comments                                  |
|---|-----|---|------------------|-------------|--------|-------|------------------|-----------|------------|---|
|   |     |   | Employee Costs   | Other Spend | Income | Total | Achieved         | Projected | Unachieved |   |
|   |     |   | £000             | £000        | £000   | £000  | £000             | £000      | £000       |   |
| <b>Resources - Efficiency Total</b>                     |     |   | 343              | 50          | 538    | 931   | 514              | 891       | 40         |   |
| G   |     | Cease use of DX (Document Exchange Service) |                  | 2           |        | 2     | 2                | 2         | 0          | Achieved                                  |
| L5  |     | Increased Income from Legal Services        |                  |             | 1      | 1     | 1                | 1         | 0          | This saving is anticipated to be achieved |
| <b>Governance and Legal Services - Efficiency Total</b> |     |   |                  |             | 1      | 1     | 1                | 1         | 0          |   |
|   |     |   | 0                | 2           | 1      | 3     | 3                | 3         | 0          |   |